



Business Agility and Focus: Internal Entrepreneuring

presented by

Wyatt Starnes (wws@signacert.com)

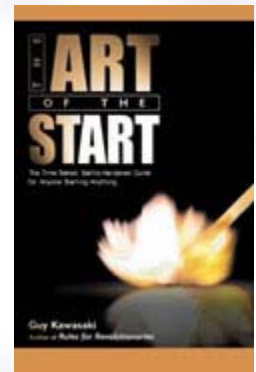
excepted from

The Art of the Start

by Guy Kawasaki

<http://www.artofthestart.com>

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Internal Entrepreneurship

*Anyone with guts, vision,
and political savvy should be
able to set up an
entrepreneurial outpost in an
established organization*

Internal Entrepreneuring

- Put the company (organization) first
- Kill (or starve) the cash cows
- Stay under the radar (till ready)

Internal Entrepreneuring

- Find a godfather (trusted sponsor)
- Get (or keep) a separate space
- Give to the hopeful (others will follow)

Internal Entrepreneuring

- Anticipate, then jump on, tectonic shifts (keep your eyes open for big opps)
- Build on what exists (use existing resources)
- Collect and share data (be ready to justify)

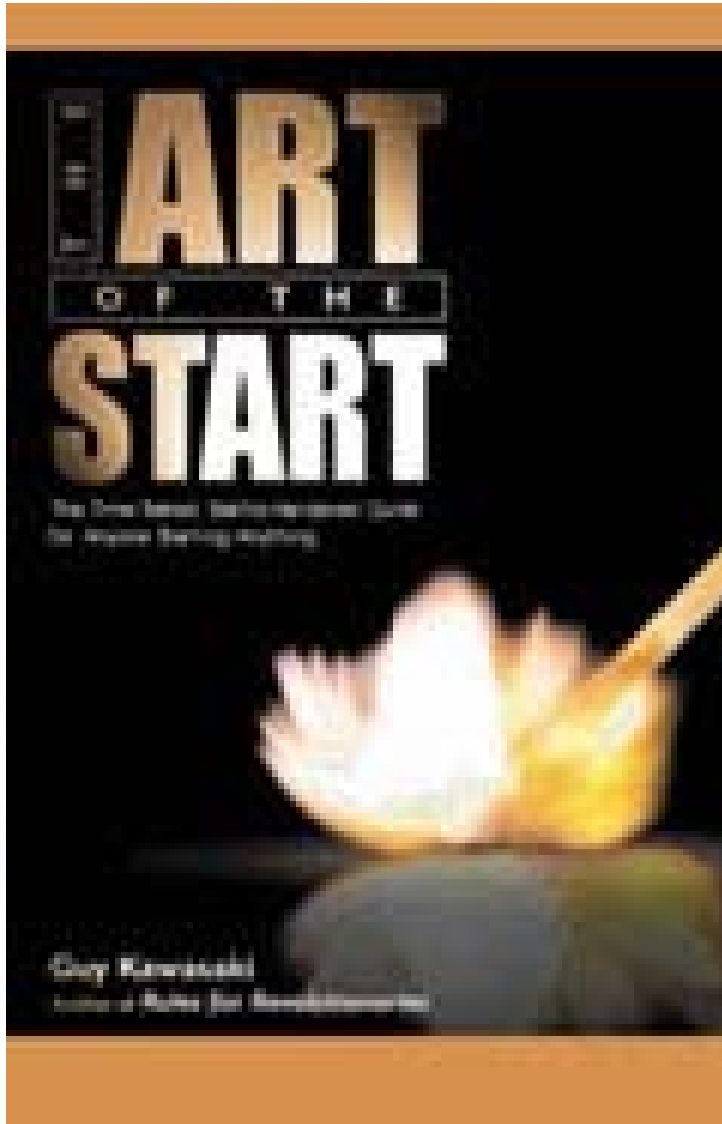
Internal Entrepreneuring

- Let management come to you (plan your timing – build momentum)
- Dismantle when done (big changes are transient – be ready to move on)
- Re-boot your brain (learn to look at things differently)

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Backup Slides

TOPIC	BIG COMPANY	STARTUP
Positioning	Being all things to all people	Finding a niche and dominating it
Pitching	Sixty slides, 120 minutes, and fourteen-point font	Ten slides, twenty minutes, and thirty-point font
Writing a Business Plan	Two hundred pages of extrapolation from historical data	Twenty pages of wishful thinking
Bootstrapping	Staying in a Hyatt Regency instead of a Ritz Carlton	Staying with a college buddy instead of a Motel Six
Recruiting	Corporate headhunters screening candidates with Fortune 500 or Big Four track records	Sucking in people who “get it” and are willing to risk their careers for stock options
Partnering	Negotiating I-win/you-lose deals that the press will like	Finding a way to increase sales by piggybacking on others
Branding	Advertising during the SuperBowl	Evangelizing in the trenches
Rainmaking	Spiffs for resellers and commissions for sales reps	Sucking up, down, and across
Being a mensch	Calling the legal department	Helping people who can’t help you



About Guy Kawasaki

"Official" Bio

Guy Kawasaki is a managing director of [Garage Technology Ventures](#), an early-stage venture capital firm and a columnist for [Forbes.com](#). Previously, he was an Apple Fellow at Apple Computer, Inc. where he was one of the individuals responsible for the success of the Macintosh computer.

Guy is the author of eight books including *The Art of the Start*, *Rules for Revolutionaries*, *How to Drive Your Competition Crazy*, *Selling the Dream*, and *The Macintosh Way*. He has a BA from Stanford University and an MBA from UCLA as well as an honorary doctorate from Babson College.